# Play 1

## Defining & Developing Objectives, Strategies & Tactics

*Sports Event Management and Marketing Playbook*

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# Defining & Developing Objectives, Strategies & Tactics: Overview

- The best place to begin the event management process is at the end
- Flesh out all the event's goals and outline the ways to achieve these goals in the first stage of planning
- Objectives for an event may be numerous and varied in nature, as will be the strategies and tactics used to achieve results
- Break down objectives into primary and secondary categories – delineation and organization of goals is key to successfully reaching them

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# Key Terms

- Objectives
  - Primary: highest priority, communication to members, tactics and strategies keep focus on this objective
  - Secondary
- Strategies
- Tactics
- Stakeholders
- The P-A-P-E-R Test

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# Objectives, Strategies, & Tactics

- The “Road Trip” Example
  - **Objective:** Where you want to go
  - **Strategy:** Using a map to identify what roads you will need to take to get there
  - **Tactic:** Spending money on gas, tolls, and supplies necessary for reaching your destination

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# Example of Primary Objectives

- **Example 1: Community Youth League All-Star Game**
- Primary Objective: Give our town's best youth league players a great end-of- season competition that will recognize them for their great performance during the regular season.
- **Example 2: Road Runners Club Downtown 10K Road Race**
- Primary Objective: Promote our sport and healthy lifestyles by giving our city's runners a safe, unobstructed downtown road course, and reinforce the excitement of recreational running by encouraging the community to cheer them on from the sidewalks.
- **Example 3: Playoffs Pregame Fan Festival**
- Primary Objective: Reward and excite loyal fans with a street festival preceding the team's first playoff game in three years.

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# The P-A-P-E-R Test

- The P-A-P-E-R Test can be used to organize secondary objectives for events
- The five elements of the P-A-P-E-R Test are:
  - Promotion
  - Audience
  - Partnerships
  - Environment
  - Revenue

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# The P-A-P-E-R Test: Promotion

- The marketing and communication strategies and tactics to inform targeted audiences about your event
  - What essential message do I want to communicate to the public about the event, my sport, or my organization?
  - Can I build interest in my sport or organization before, during, or after the event?

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# The P-A-P-E-R Test: Audience

- The group(s) potentially interested in attending or participating in your event
  - Who is our target audience for the event, those most likely to participate, attend, or purchase a ticket?
  - Beyond the target audience, what others with similar interests can be attracted to increase attendance, interest, and relevance for our event and further or overall objectives?
  - Is there an opportunity to win entirely new fans or enthusiasts to our sport by encouraging their attendance?

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# The P-A-P-E-R Test: Partnerships

- The strategic, beneficial relationships and associations established to enhance the event experience and/or to provide needed resources for your event
  - Can we use the event to develop, maintain, or strengthen the relationship with our organizations' partners and supporters?
  - What kind of experience do we want to leave our, athletes, and other partners with?

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# The P-A-P-E-R Test: Environment

- The factors that can directly and indirectly affect the successful planning and execution of your event
  - Who are our competitors and how will be differentiate our event from similar events in our sports or area?
  - What do we need to communicate about the positive attributes of our event that sets it apart from other competing events or leisure activities for the public or sponsors?
  - Do we need to address a perceived time and economic inconvenience that attendees/participants may encounter when deciding to attend?

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# The P-A-P-E-R Test: Revenue

- The positive financial returns of your event before expenses
  - How much revenue do we need to generate for the event and/or for the organization?
  - Do we want or need to generate revenues in excess of expenses to use this profit to grow the event in the future?
  - Is our event, or should our event, be associated with a cause or charity? How much money do we need to generate for them?

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# The P-A-P-E-R Test & Secondary Objectives

- **Example 1: Community Youth League All-Star Game**
- **Primary Objective**: Give our town's best youth league players a great end-of- season competition that will recognize them for their great performance during the regular season.
- **Additional Objectives**:
  - **Promotion**
  - 1. Encourage the local media to position our youth league as an important component of our community's quality-of-life, providing our children with a safe, supervised activity that will "keep them off the streets."
  - 2. Generate advance publicity to bring more kids and families to the event to cheer on their friends and relatives.
  - 3. Use the event to get more kids to register to play in the league next season.
  - **Audience**
  - At least 200 spectators (large attendance increases importance of the all-stars and media coverage)
  - Attract new kids in community to register for next season as well as parents for volunteers
  - Attract town and civic leaders to validate importance of the game and place in the community

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# The P-A-P-E-R Test & Secondary Objectives

- **Partnerships**
- 1. Strengthen our ties to the local chamber of commerce and its member businesses to encourage current team sponsors to renew their relationships, and to identify new prospective team sponsors for next season.
- 2. Use these strengthened ties to local businesses and town government to solicit grants to improve the antiquated dugout area and improve overall field maintenance.
- **Environment**
- 1. Demonstrate that our league is highly organized, motivated, and dedicated to coaching our kids to improve their skills and to promote good sportsmanship.
- 2. Demonstrate that our organization emphasizes kids having a good time and is the best alternative to the highly competitive leagues in which winning is more important.
- **Revenue**
- 1. Generate $500 to replace old equipment (e.g., new batting helmets, bases, batting tees) and to help pay for All-Star trophies.
- 2. Increase player preregistration for next season by 10 percent.

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# The P-A-P-E-R Test & Secondary Objectives

- **Example 3: Playoffs Pregame Fan Festival**

• **Primary Objective**: Reward loyal fans with a street festival preceding the team's first playoff game in three years.

• **Secondary Objectives**:

- **Promotion**
- 1. Generate added publicity for the team beyond the sports page, and off our customary game coverage.
- 2. Provide the media with attractive, camera-friendly opportunities to capture the excitement of our team's appearance in the playoffs as a lead story, or as a lead-in to the local news.
- 3. Increase the level of fan conversation about our team on social networks.
- **Audience**
- 1. Encourage the early arrival of playoff ticket holders to the arena.
- 2. Bring fans who are not ticket holders to the arena to add to the excitement of game day.
- 3. Attract casual sports fans to the arena to build their level of interest in our team and sport.
- 4. Enable members of the community with limited economic resources the ability to fully enjoy the playoff celebration.

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# The P-A-P-E-R Test & Secondary Objectives

- **Partnerships**
- 1. Provide our sponsors with an opportunity to market to, and communicate with, both loyal fans and casual fans at a time of heightened interest in the team.
- 2. Provide civic leaders with an opportunity to appear before the widest range of their constituents.
- 3. Provide our radio and television partners with opportunities to enhance the ratings of their pregame coverage, and attract additional viewers and listeners to the game broadcasts.
- **Environment**
- 1. Demonstrate to those who are unfamiliar with the arena that it is in a safe and easy-to-reach location.
- 2. Demonstrate to the community that our fans are passionate, loyal, and excited, but also well-behaved and good-natured.
- **Revenue**
- 1. Sell standing-room tickets to the game.
- 2. Increase season ticket sales and sell multigame plans for next season while excitement for the team is at its zenith.
- 3. Renew existing and expired season ticket accounts.
- 4. Generate $200,000+ in sponsor sales to cover expenses.

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# Summary

- It is essential for organizers to develop a comprehensive list of event objectives before creating a budget and devising a business plan
- Identify the primary objective first – the goal the organization feels is essential above all else to reach
- Use the P-A-P-E-R Test as a framework to develop the host of secondary objectives
- Developing strategies defines how you will achieve your objectives
- Identifying tactics helps you to define in detail how those strategies will be actualized

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# Assignment 1/Discussion

- Your school's football team is in the top third in the standings. As a result, the campus may host a regional championship game in three weeks. Develop a primary objective for the event. Then use the P-A-P-E-R Test to outline what the game can achieve for the school, the athletic department, and the team. Prioritize these objectives based on their importance.
  - Consider the time remaining before a possible event.
  - Consider that this event could not take place if the team doesn't make the playoffs or does not host the game.

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# Assignment 1

- Can be typed in bullet point format
- Rubric
  - Start with brief description of the event. Choose whether you will do this test for high school or college level program and take this choice into account when answering each question.
  - List your primary objective for the event
  - Answer at least 2 questions for each letter of the PAPER test(on slides 7 through 11) for each part of the PAPER test to set secondary objectives.
  - Make sure your answers align with each other in support of your stated primary objective.
  - Rank the importance (1-?) of each secondary objective and justify your rankings briefly at the end.

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